

Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)
Funded by U.S. Agency for International Development

RECRUITMENT PHASE II

Final Report

**Deliverable for ICTI Component, Task No. 422.2
Contract No. 278-C-00-02-00210-00**

August 2002

This report was prepared by Richard D. Kingston, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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1. Introduction

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the information and communication technology (ICT) sector, promoting the use of ICT nationally and by establishing Jordan as a regional ICT center and hub. Additionally, to facilitate national economic development, HM government wants to streamline the operation of the national administration by introducing more effective and transparent principles and practices into its operations.

The central pillar of the government's program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT). An "Implementation Plan" to create the new Ministry by re-engineering the previously existing Ministry of Post and Communications was prepared by a previous consultancy. The Ministry is currently implementing the recommendations contained in the Plan.

2. Objective of the Consultancy

To provide expertise in human resource management, staffing, reorganization and implementation for the administrative and organizational development of MoICT. Specific tasks include.

- I Continuing the recruitment of managers, professionals and staff for the new Ministry.
- II Creating and developing internal structures and systems.
- III Facilitating staff development by way of provision of training, tools and resources.

Written deliverables include:

- Bi-monthly recruitment status report (until July)
- Training procedures and forms (01 August)
- "Junior Professionals" action plan (18 August)
- HRD processes and procedures (01 September)
- E-Government succession plan (01 December)
- Standard Operating Procedures (joint effort)
- Training handbook (16 December)

The focus during this project period (9 July – 31 August 2002) had been heavily focused on recruitment for the Ministry. Much of this was carried out to meet the needs of the eGovernment program in staffing the Program Management Organization (PMO).

3. Approach, Methodology and Observations

It is the policy of the Ministry that proposed human resource development (HRD) solutions will be professional, appropriate, workable, and sustainable. This will entail locally developing policies, plans and procedures which are based on internationally recognized best practices and which will be implemented by highly-qualified, well-trained, capable and well-motivated managers, professionals and staff working together as a unified entity to achieve the Ministry's goals.

3.1 MoICT Organization

The organizational structure of the new Ministry is continually kept under review and periodic changes may be made to improve the effectiveness of the organization.

The Ministry's e-Government contractor (EDS) has, in collaboration with the Ministry's eGovernment and HRD departments, made further proposals to refine the organization of the e-Government PMO in order to

ensure that critical functions will be adequately catered for. The proposed new organization for the PMO is shown at Annex 1 and will be used as a basis for current recruitment activity for eGovernment.

3.2 Recruitment

Activity during this period in the HRD program has been focused on recruiting managers and professionals for the Ministry with particular attention being given to creation of the e-Government Program Management Organization (PMO). Emphasis has also been given to recruiting key positions within the Ministry including Director of Administration and Support, Head of Postal Policy and Head of Strategic Planning.

MoICT has continued to face difficulty in gaining approval for the appointment of candidates who had been successful at interview. The single most significant factor has again been the starting salary proposed. This situation has led to the Ministry failing to secure the services of some good quality candidates.

3.2.1 Recruitment Process

Because of our negative experiences involving the designated recruitment agency, the Ministry will no longer employ this route to recruitment. Responses to the two advertisements which were placed in the local newspaper “Al Rai” have been very good and a novel method of “filtering” the candidates was also employed. A “recruitment day” was held at which 40 of the best candidates attended to hear the Minister speak on the challenges facing the government and its people, to undertake personality profiling and to attend group exercises and initial interviews. The exercise proved to very popular and was successful in enabling concentration of effort and focus on the whole recruitment exercise.

In order to supplement the regular recruitment process, MoICT took a booth at a local job fair which focused on finding employment for Jordanians who are graduates of United States universities. The booth was manned by a number of key MoICT professionals who were able to make contact with many well-qualified prospective candidates for positions at the ministry. Some of these have subsequently been seen at interview. The Ministry booth attracted a great deal of interest and the consultant was impressed by the way MoICT professionals presented the “new” culture of the Ministry and the opportunities that this offers for MoICT people. The consultant was also particularly pleased with the feedback from the organizers, which endorsed his own view that the Ministry of Information and Communication Technology booth had been among the most popular at the job fair. Many of the candidates also commented on how positive it had been to see the government represented at such an event; another “first” for MoICT.

Candidates who performed well at the earlier selection stages have been assessed by the Ministry’s recruitment committee and, where successful, have progressed to salary negotiations and, following approval by the Prime Minister’s office, appointment

3.2.2 Recruitment for e-Government

Continued efforts by all those involved in recruiting for eGovernment has resulted in the identification of many good candidates for key positions within the PMO and project Management. Many of these are now in the government “pipeline” and it is hoped that the PMO will be up to a workable establishment shortly.

3.2.3 Recruitment for the Administration and Support Department

Five candidates for the position of Director of Administration and Support have been interviewed recently and it is hoped that an appointment will shortly be made.

The Ministry’s Head of Human Resource Development has recently been appointed and she is currently becoming familiar with the workings of the Ministry and aligning our processes and procedures with those of HM government. She is also carrying out an outline training needs study for the Ministry.

Timing of recruitment of other positions will be dependent on the finalization of the new MoICT Organization Chart, which is currently under review.

3.3 Appointment Status

The current status of recruitment for the Ministry is shown at Annex 2. This represents substantial progress if we consider the competition for scarce skills and the government appointment procedures.

3.4 “Junior Professionals” Program

The “Junior Professionals” program is currently suspended and will be reinstated as soon as the Ministry is able to fully support it. Indeed the program is a good idea but there is a need for improved structure and support. The pilot program highlighted a number of deficiencies; one of which was that MoICT was unable to deploy sufficient managers and professionals within the fledgling Ministry with available time to allocate to the scheme.

The “Junior Professionals” committee is presently reviewing the situation and has arranged for discussions with two organizations currently offering a similar program within Jordan (Arab Bank and Estarta) to enable us to share experiences and learn some lessons.

It will be important to get the “Junior Professionals” program right rather than to rush to recruit individuals for a program which will be unsupportable at present. A formal action plan for the program will be created as soon as discussions with the other parties have been concluded.

The current status of the program and proposals for the future are contained in a paper prepared during the project period.

3.5 Head of Human Resource Development

During this project period, MoICT’s Head of Human Resource Development (Zina Nimeh) took up her position at the Ministry. The process of transitioning the HRD functions to her started and Zina has participated actively in many of the recruitment processes. More recently, on the directions of the Minister, she has taken on the tasks of arranging for the translation of job descriptions into Arabic and of preparing a training program and budget for the year 2003. Zina has also been investigating HM Government’s rules and regulations in relation to HRD activities and making recommendations to ensure that the Ministry complies with these requirements.

3.6 Ongoing and Other Tasks

In addition to the tasks specified in the scope of work, the consultant participated as an integral member of MoPC staff, focusing on collaborative participation and transfer of skills and know-how to the Jordanian members of staff and in strategic planning for the Ministry. He also participated in the eGovernment co-ordination meetings.

4. HR Processes and Procedures

HR processes and procedures including those for:

- Recruitment
- Appointment
- Appraisal
- Training and Personal Development Planning

Have been completed and presented as separate deliverables.

5. Next Steps

5.1 MoICT Organization

It is expected that the review of the organization of all Ministry departments will be completed shortly. A recruitment plan and recruitment budget for 2003 will then be prepared and implemented.

5.2 Recruitment

Recruitment activity will continue as before and new advertisements will be prepared for publication during September. The interview process will be consolidated at the Ministry and all recruitment activities carried out in MoICT premises with assistance from and collaboration with the Civil Service Bureau.

5.2.1 e-Government and the PMO

Recruitment of eGovernment Project Managers will continue as before but candidates will be sought for a number of key specialist positions within the PMO in order to ensure that the PMO may be sustained on conclusion of the support from the EDS team.

5.2.2 Other Positions

Among the remaining positions advertised for the Ministry, immediate priority will be given to recruiting a new Director of Administration and Support and for positions within the ICT Promotion department which has a number of outstanding requirements.

5.2.3 Sustainability

The transition team at the MoICT is now eight months into its 18-month proposed duration. In order to ensure the sustainability of the initiative, it will be necessary to source and appoint counterparts to work alongside USAID-funded Advisers and ultimately to take on the responsibility for the program. This process should start as soon as is possible since candidates who are able to take on such responsibility are not readily available in the market and, whenever the process is started, it will take a great deal of time and effort before appointments can be made.

In consideration of the need to arrange for selection, appointment, training, grooming, coaching and mentoring of counterparts, it is critical that the recruitment process be started at the earliest opportunity. It is recommended that a recruitment campaign be initiated immediately to locate and secure the appointment of the following:

- Director of Policy and Strategy (designate)
- Director of e-Government (designate)
- Director of ICT Promotion (designate)

These are high-level positions in the MoICT and the transition to the full-time occupants is, therefore, even more critical than with lower-level positions. More comprehensive succession planning will be carried out later in the program.

5.2.4 Head of Human Resource Development

Transitioning to the Ministry's recently appointed Head of Human Resource Development will continue with a view to her taking more of a lead in the interview process in addition to ensuring that MoICT HRD procedures satisfy HM Government rules and regulations.

5.2.5 Junior Professionals

The Junior Professionals committee will meet with and hold discussions with two organizations currently considering offering a similar program within Jordan (Arab Bank and Estarta). It is expected that experiences will be shared and lessons learned. Once the conditions within the Ministry make it capable of supporting the program, it will be recommenced and carried out in a more structured way to ensure that “Junior Professionals” obtain the best start in their careers and that the Ministry obtains positive input and contribution from this important group of professionals.

5.2.6 Training

The training needs assessment, which was initiated during the current project period will be continued and finalized and a training program and budget prepared for 2003. Later in the year, a comprehensive Training Handbook will be prepared to address the needs of all MoICT employees.

Annex 1

Revised e-Government PMO Organization (PowerPoint)

Annex 3

MoICT Training Policy, Procedures And Forms

Training Policy

This section is largely extracted from the HRD Policy and Procedures (attached as a deliverable) and is included as background information.

Effective, timely, structured training is essential to give managers, professionals and staff the skills and confidence they need to carry out their tasks. Moreover, a common structure will ensure that each individual's training is complementary to that of others in the organization. Training will be made as realistic as possible with maximum use being made of simulation and on-the-job training opportunities.

A structured, co-ordinated annual program of training will be developed to address the specific needs of each employee's work and those development areas identified in the individual's personal development plan. Training review/feedback forms will be completed by all employees who attend training events and the content recorded for use in improving the quality of the training provided. A comprehensive annual training needs study will be carried out to establish the training requirements across the Ministry. Information on training opportunities to address these needs will be contained in a Training Handbook which will be revised annually following the training needs study and in the light of feedback provided by trainees. At present, the Training Handbook, which is in the process of being developed, contains a list of locally available training courses considered suitable for MoICT employees, together with some information on costs and contact information for the supplier. The first issue of the Training Handbook, which will also give guidance to selection and sequencing of training together with information on administrative procedures, will be completed by 16 December 2002.

Much training for MoICT employees will be directly related to the job, however, in order to improve the ability of the Ministry's people to work more effectively both individually and as a team and to create a "seamless" presence for the organization and to improve customer awareness and communication among staff, a program of training in the following "soft" areas will be initiated:

- customer awareness and communication
- team-building, leadership and coaching
- continuous improvement
- empowerment
- communication skills
- time management
- team-working
- meeting skills

Training outside the country is expensive and often not readily applicable to situations and conditions existing locally. Moreover, and perhaps more significantly, because inadequate cover is usually available, it is often extremely difficult to release candidates for training from their normal duties for extended periods of time. For this reason, careful consideration to content and applicability will be given to all proposals for training abroad before a final decision is made to proceed. Moreover, it is recommended that delegates attending for training outside Jordan make a commitment to share an outline of the training program, together with the key lessons learned, with their peers on return. This should be carried out by initiating a presentation on the subject matter followed by discussion.

Because of the intensity of work and dearth of adequate cover, it is often difficult for key individuals to make time to attend for formal training programs. In order to provide an opportunity for managers, professionals and staff at the Ministry to benefit from training without negatively affecting their work routines, it is recommended that a program of informal training sessions be offered in the evenings. It is suggested that these sessions be used for "light" training (particularly video presentations on key skills),

team-building events and discussions such as training reviews as suggested above. It is hoped that such participative “training” will assist in team building and consolidation at the Ministry.

Training Procedures

The Training Handbook will incorporate all the training procedures, samples of forms to be employed as well as information on all training currently available for MoICT managers, professionals and staff.

Training is provided to improve the performance of individuals and ultimately, the organization. It is therefore important to ensure that training is provided to address development needs identified for individuals in their personal development plans.

For this reason, training programs will be created in the following way:

- Individuals’ training requirements will be recorded in their personal development plans (PDP’s).
- Training courses will be selected from those contained in the Training Handbook which will include all the training expected to be required by MoICT employees. Once appropriate training has been identified, a training request form will be generated and submitted to the Training Manager.
- Training requirements will be collated by the Training Manager and appropriate training courses will be arranged to satisfy this requirement.
- Where there is sufficient demand, group training courses will be arranged and for those requiring individual courses, these will be arranged with the respective supplier.
- Where training needs cannot currently be satisfied by training currently on offer locally, the Training Manager will, where there is expected to be sufficient demand, initiate development of suitable courses and this will be sourced with the organization able to offer the highest quality training at a competitive price.
- Where there is too little demand to justify creation of a new training course, training may be sought regionally and, exceptionally, internationally.
- A standard feedback form will be completed by all trainees and this will be used to optimize the standard of training courses provided and to provide feedback on the effectiveness of training.
- Training will be evaluated “on the job” by managers reporting on performance improvement following training.
- Where results for training courses are not up to standard, alternative sources will be investigated.
- Where complimentary training is offered by international donors, the Training Manager will consult Departmental Directors to decide on which employees, if any, should participate in the training. In general, organizational needs will dictate how such training courses are allocated.

Draft Training Forms

Draft forms have been created to assist with creating an effective training program. Forms for Training Needs, Training Request and Training Feedback appear on the following pages:

Ministry of Information and Communications Technology**Annual Training Needs**

Name:

Job Title:

Outline of Job:

What are your objectives for the coming year?

What deliverables are you responsible for?

Key result areas?

Key performance indicators?

Academic Qualifications:

| Qualification | Institution | Date |
|----------------------|--------------------|-------------|
| | | |
| | | |
| | | |
| | | |
| | | |

Please rate all training received as little use to very useful

| Training Recd | Location | Date | Poor | Fair | Good | VG |
|---------------|----------|------|------|------|------|----|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

What was the best training you ever received?

Why was that?

What was the least useful training?

Why was that?

What training do you believe would be most useful to help you to do your work over the next year?

| Training Required | Priority |
|-------------------|----------|
| | |
| | |
| | |
| | |

Ministry of Information and Communications Technology**Training Request Form (DRAFT)****Name:****Job Title:****Department:****Academic Qualifications**

| Degree/Certificate | Institution | Date |
|--------------------|-------------|------|
| | | |
| | | |
| | | |

Training Course required:**Date required by:****Pre-requisite training attended:**

| Training | Location | Proposed Date |
|----------|----------|---------------|
| | | |
| | | |
| | | |

Dates not able to attend:**Signature of manager:****Date:**

Ministry of Information and Communications Technology**Training Feedback Form****Name:****Job Title:****Course Title:****Location:****Name of Trainer:****Dates:****Please circle the ratings below:**

| | | | | | | | |
|--|---------------------|----------|----------|----------|----------|----------|----------------------|
| Overall quality of the training | (poor) | x | x | x | x | x | (excellent) |
| Quality of the handouts | (poor) | x | x | x | x | x | (excellent) |
| Quality of the instruction | (poor) | x | x | x | x | x | (excellent) |
| Quality of audio-visual aids | (poor) | x | x | x | x | x | (excellent) |
| Duration | (too short) | x | x | x | x | x | (too long) |
| Pace | (too slow) | x | x | x | x | x | (too fast) |
| Number of topics | (too few) | x | x | x | x | x | (too many) |
| How useful for your work? | (not useful) | x | x | x | x | x | (very useful) |

To what extent did the training match your expectations?**How will the training help you in carrying out your duties?****What was the most useful topic?****What was the least useful?****Do you have any suggestions for improvement?**

Annex 4**MoICT Policy and Procedures for HUMAN RESOURCE DEVELOPMENT (DRAFT)****HRD Policy**

The Ministry is at the leading edge of a process to transform both the economy and the nature of government of the Kingdom of Jordan. To be able to carry out this ambitious plan, the Ministry must employ, retain and develop the most capable people, however, the Ministry budget is limited and for this reason, we need to make our HRD processes as effective as we can.

The Ministry of Information and Communications Technology will ensure that managers, professionals and staff will:

- Be recruited employing a process which will lead to appointment of appropriately qualified and skilled people.
- Have clear terms of reference for their work.
- Be adequately trained to carry out their work.
- Have clear agreed objectives and targets.
- Be fairly compensated in recognition of their achievements against those objectives and targets.

Establishment of the Ministry

The establishment of the Ministry will be recorded in an organization chart. A job description and person specification will be prepared for each position and will be used as a basis for recruitment, promotion and appraisal of incumbent personnel. Changes in the establishment will require the approval of the Minister.

Job Descriptions

Job descriptions will be prepared for all positions within the organization together with person specifications to assist in targeting the right people for the job. Job descriptions detail the role, responsibilities and relationships which the incumbent will be expected to implement. Person specifications give a profile for a hypothetical person who would ideally fill the position.

Recruitment

Open, transparent procedures will be created and followed to ensure that not only does recruitment result in the appointment of the best people for the jobs, but that the process is seen to be fair and impartial. It had been envisaged that a local recruitment agency would be employed to assist in recruitment by carrying out preliminary selection procedures but this procedure has now been dispensed with following our negative experience with the assigned agency.

Recruitment will be carried out using job descriptions and person specifications against which candidates will be assessed. Positions at the Ministry will be advertised and candidates will be subjected to a series of selection processes including filtering and interviewing. For some positions, the process is likely to include additionally, appropriate tests, exercises and/or presentations.

All appointments will be subject to a trial period during which the performance of the appointee will be monitored and the appointment will only be confirmed at the completion of the trial period.

Appraisal

Appraisal is a tool to assess the performance of an employee against specific objectives or targets. It should be stressed however that the appraisal process will not be used merely to assess performance but will be

employed to aid in improving the performance of the individual in the interests of both the employee and the organization

In order to gauge the performance (or improvement in the performance) of an individual, measures are needed. These are typically made:

- Using common performance parameters against which the performance of all individuals may be measured.
- Against specific performance criteria which are related to the individual's own job specification.

Measures are typically recorded in an appraisal document which may be completed annually. An annual appraisal document, however, is a historical record of performance over a period of time and as such, completion of the appraisal alone will be unlikely to result in any improvement in the individual's performance.

Annual performance appraisals will be carried out but it will be stressed that the appraisal procedure will not be simply an annual "snapshot" of performance during the year, but a continuous process in which the individual and reporting manager play equal and complementary roles. Annual objectives, targets and measures will be agreed in advance, recorded in the appraisal document and it is proposed that progress against these will be reviewed regularly at monthly "one-to-one" meetings.

The appraisal process will also include a record of an assessment of the individual's potential to improve his/her own performance in key areas. This assessment is made by the individual and the line manager and a focus on a particular area of development will not necessarily imply that the employee is weak in that particular area but rather that the individual has the potential to develop. Observations by the employee and manager on potential to develop will be used to initiate a personal development process.

Personal Development Planning

In most organizations, many employees possess the potential to improve their personal performance and possibly to work well at a higher level than that in which they are currently employed. Moreover, many employees welcome the opportunity to receive coaching, training and development to enable them to perform better as individuals and in groups. Additionally, personal development planning, allied with succession planning, will allow the Ministry to benefit from this pool of potential while simultaneously providing motivation to its employees. Individual personal development plans will be created by all employees and the plans will focus on areas of potential to develop highlighted in the annual appraisal.

Training

Effective, timely, structured training is essential to give managers, professionals and staff the skills and confidence they need to carry out their tasks. Moreover, a common structure will ensure that each individual's training is complementary to that of others in the organization. Training will be made as realistic as possible with maximum use being made of simulation and on-the-job training opportunities.

A structured, co-ordinated annual program of training will be developed to address the specific needs of each employee's work and those development areas identified in the individual's personal development plan. Training review/feedback forms will be completed by all employees who attend training events and the content recorded for use in improving the quality of the training provided. A comprehensive annual training needs study will be carried out to establish the training requirements across the Ministry. Information on training opportunities to address these needs will be contained in a Training Handbook which will be revised annually following the training needs study and in the light of feedback provided by trainees. At present, the Training Handbook, which is in the process of being developed, contains a list of locally available training courses considered suitable for MoICT employees, together with some information on costs and contact information for the supplier. The first issue of the Training Handbook,

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Academic Education

It is the policy of the Ministry to recruit individuals with adequate academic qualifications for the job (and, indeed, salaries to be paid reflect this). The need for the use of those skills is current and extensive absence on study leave will be likely to have a significant negative impact on the performance of the Ministry. Moreover, academic education, particularly overseas, is expensive. It is therefore not the Ministry's policy to send its employees for extensive academic education programs at this time. In the event that donors offer complimentary education programs, candidates *may* be selected to attend these *subject to the exigencies of the services provided by the Ministry and subject to the attendance by the individual on the program providing a significant return to the Ministry in respect of projected performance improvement.*

Donor-funded Academic Education Programs.

From time to time, donors may offer places on international academic educational programs. In general, it will be Ministry policy to take up such offers if there is likely to be a significant benefit for the Ministry and for the individual and in the event that the individual can be released for the duration of the program. Every effort will be made to enable the individual to be released to attend for the education, however, this will be subject to the adequate coverage of the individual's work.

Promotion and Advancement

Advancement within the organization will similarly be subject to a structured process to ensure that the Ministry's human resources are deployed in the most effective way and that every employee will have the same opportunity to advance subject to the possession of appropriate qualifications, a good appraisal with a recommendation for promotion and the ability to do the work at the higher level.

When a position becomes vacant, consideration will first be given as to whether the position may be adequately filled by transfer or promotion from within the organization. For senior positions, appropriate succession plans will also be considered. In the event that suitable candidates exist within the Ministry, a selection process will be initiated which will incorporate appropriate selection methods which must include at the minimum, selection interviews by Personnel and Operational Assessors. In the event that there are not strong internal candidates for the position, then candidates will be sought from outside the organization and the usual recruitment procedures implemented. Where a position is opened to candidates from outside the organization, internal candidates may apply, and be considered in the same way as other candidates. In any event, a *minimum* of two candidates will be considered for each position

Succession Planning

In order to ensure continuity, particularly in management and highly technical areas, a transparent succession plan will be implemented. By this process, prospective candidates for succession will be identified and a program of "grooming" will be implemented to prepare these candidates for possible eventual appointment. Selection for the program does not in any way "guarantee" prospective future appointment to a position for which an individual may have received "grooming", but it will imply that the individual will, under normal circumstances, adopt the position on a temporary basis until a permanent appointment is made.

Management Development

Adoption and application of a shared concept and approach to management is necessary for the smooth and effective operation of any organization. In order to ensure that a common approach to management, with a common set of methods and practices exists across the Ministry, a comprehensive program of training in fundamental management skills and techniques has been created. Managers at all levels will attend this training. The program developed incorporates the following elements:

- The roles and functions of a manager
- Leadership
- Team working
- Meeting skills
- Effective communications
- Finance and budgeting for non-financial managers
- Presentation skills
- Dealing with employees
- Decision-making
- Interviewing skills
- Total quality management
- ISO9000 quality management systems
- Project management
- Crisis management
- Performance evaluation
- Time management
- Managing your manager
- Continual improvement
- Negotiating skills
- Public relations
- Change management

- Action Planning
- Report writing

Performance Goals and Measurement

Individual appraisals for managers will incorporate performance targets including measurable key performance indicators (kpi's). Performance against these indicators will be measured during periodic one-to-one meetings. Lessons learned will be noted and areas in which the employee shows potential for development will be identified and addressed in the individual's personal development plan (PDP). It should be stressed that individual performance measuring is not a draconian method to highlight poor performance but a method to help employees to improve their own personal capability and performance and ultimately the overall performance of the organization.

Each division will similarly have key performance indicators against which it will measure its own performance monthly. Monthly performance review meetings, chaired by the Minister, should be held to review performance of the Ministry as a whole and of each department, over the previous month. Individual directors will each present an overview of the performance of their respective departments against their key performance indicators over the previous month. Areas of deficiency will be identified and corrective interventions proposed where appropriate.

Good Governance

The concept of "good governance" may be outlined as:

- Technical and managerial competence
- Organizational capacity
- Reliability, predictability and the rule of law
- Accountability
- Transparency and open information systems
- Participation

Changes in the way the people in the Ministry carry out many of even the most fundamental of tasks will need to be put in place if the Ministry is to meet the standards demanded by the private sector and those advocating a high standard of good governance.

Adoption of all the methods already outlined within this section combined with enthusiasm and commitment from the Ministry's staff, will result in an organization possessing the required attributes. Procedures and best practice will be recorded for use within the ministry and will include the following:

- Standard Operating Procedures (SOP's).
- Staff Handbook.
- Training Handbook.
- Code of Practice.

It is expected that, as MoICT adopts best practice, the Ministry will take the lead in disseminating procedures and practices of good governance to other Ministries and government departments. In this way, His Majesty's vision for widespread good governance in Jordan may be achieved. This initiative alone will be likely to result in a more responsive public sector while at the same time creating a more productive and rewarding working environment within His Majesty's government's ministries.

HRD Procedures

Establishment and Organization of the Ministry

The establishment of the Ministry will be recorded in an organization chart. Changes in the establishment will require the approval of the Minister. A job description and person specification will be prepared for each position and will be used as a basis for recruitment or promotion. Both forms will be completed by the Head of HRD in collaboration with the respective line managers. Once the positions and their location within the organization structure are approved, recruitment against specific positions may be commenced.

Recruitment

A formal recruitment process will be followed. This will incorporate:

- A preliminary selection process, incorporating search, personality profiling and preliminary interviews.
- Personnel and Operational Assessment interviews to be carried out by Ministry senior management.
- Note. It is for the line manager in cooperation with the Director of Administration and Support to ensure that adequate office accommodation, ICT equipment is available (including work station and telephone), connected and operational for use by an appointee.

The process to be followed is as follows:

- Recruitment needs will be identified.
 - Vacancy in existing organization
 - New position
- Job descriptions for vacant positions will be prepared by HRD section in collaboration with the departmental director.
- MoICT Head of HRD jointly agree on timing, content and style of advertisement for the positions.
- Advertisement appears in local newspapers.
- Applicants will be invited to send their CV's to the Ministry's recruitment Email address jobs@moict.gov.jo.
- HRD section will identify a minimum of 2-3 suitable candidates for each position either by reference to its own records, though executive search or by advertisement. (Where an advertisement is to be used, the style and content will be approved by the Secretary General of the Ministry).
- HRD section will carry out preliminary screening including personnel profiling and preliminary interviews where necessary.
- Candidates will be interviewed by qualified Ministry Personnel and Operational Assessors using weighted selection criteria. Assessment will be made in consideration of the agreed job description and person specification for the position. Ratings against specific criteria, agreed with the government, will be recorded at interview.
- The line manager will take up personal and professional references in respect of the highest-scoring candidate.
- Subject to satisfactory references, negotiations on salary and conditions may be carried on with the highest-scoring candidate under the leadership of the Secretary General but in consideration of the salary scales agreed for the specific position,
- Once agreement has been reached, a formal offer of employment will be made.
- When the offer has been accepted, a file will be opened by the Personnel department and the appointment and induction process will be started.
- The HRD and Personnel sections will ensure that all government rules, regulations and procedures are followed in all aspects of the appointment process.

Note:

To comply with existing government regulations, where possible, a committee of “three wise men” is appointed to oversee the selection process and to observe the final interview stage. The committee comprises a representative of the Civil Service Bureau and two senior managers from the Ministry. The cooperation of representatives of the Civil Service Bureau has been invaluable in achieving the recruitment of managers and professionals into the Ministry.

Appointment

Under existing government regulations, both preparation of the Ministry’s organization structure and individual appointments are carried out in accordance with Civil Service bylaws.

- When a successful candidate has been identified, information on the candidate, including CV, ratings against assessment criteria at interview, degrees and qualifications together with proposed starting salary, will be sent to the Prime Minister’s office for approval.
- Once approved, a formal offer will be made to the candidate and a start date agreed.
- The Ministry’s Personnel Department will then open a file for the new employee.
- The government of Jordan requires candidates to attend for medical examination and for other clearances by HM Government. Final appointment will not be made until these have been successfully completed.

Induction and Orientation

At the start date, the appointee will be invited to report to the new line manager and is presented with a MoICT Induction Pack incorporating:

- Welcome letter from the Minister (not yet prepared)
- Information paper on the Ministry
- Glossy MoICT brochures (not yet available)
- Digital Compact Disc on the eGovernment program.
- MoICT organization chart
- Personal job description
- MoICT Staff personnel handbook (not yet prepared)

The line manager will show the appointee to his/her work station/office/desk and will introduce him/her to immediate colleagues.

The appointee will contact key members of the Ministry’s starting with the Personnel Manager who will explain the administrative requirements.

Appraisal

The purpose of the appraisal process is to improve the performance of the individual and involves a continuous communication process involving establishing *agreed* expectations and objectives about:

- The overall goals and objectives of the organization as a whole and the department/unit to which the employee belongs.
- The specific roles and responsibilities of the job.
- The standard of performance expected (S.M.A.R.T.).
- Measures of performance against agreed criteria.
- Ways in which the employee and manager can cooperate to improve the performance.
- How barriers to effective performance can be identified and overcome by cooperation between employee and manager.

- Performance development planning.
- Steps to improve performance.

Annual performance appraisals will be carried out but it will be stressed that the appraisal procedure is not simply an annual assessment but a continuous process in which the individual and reporting manager play equal and complementary roles. The process will depend on maintaining a partnership between employee and line manager. Annual objectives, targets and measures will be agreed and progress against these will be reviewed regularly at monthly one-to-one meetings. The improvement of the performance of the individual is not only in the interests of the organization but benefits the individual too. It enables the employee to perform the work more effectively, giving increased job satisfaction and prospects for promotion and/or future employment. Carried out effectively, it can reduce the time that employees and managers spend on “fire-fighting” and reduce the need for close day-to-day supervision. Moreover, by identifying barriers and how they affect performance, it becomes easier to overcome them. It also helps employees to prioritize their work. Finally, by overcoming the issues which most often affect staff-manager relations, the process can lead to an improvement in staff morale.

The annual appraisal interview should never include any surprises. By maintaining communication lines open throughout the appraisal period, each employee will be kept fully aware of what is required and how it is to be achieved.

Probably the most important part of the appraisal process is the individual’s personal development plan in which the employee and manager agree a route to lead to performance improvement.

Regular, specific, objective feedback on performance should be given to subordinates and bilateral communication encouraged to assist the employee to recognize areas where he/she has potential to improve and to identify what support is needed to overcome barriers and improve performance.

Finally, it is important to remember that performance improvement can only be achieved by people. It is therefore critical to build good working relationships between managers and subordinates and to stress working together to achieve

Feedback is most effective when it is

- timely-as close to the critical behavior as possible
- descriptive and specific
- objective
- aimed at solving problems and leading to improved performance

Tips for conducting an effective Performance Appraisal Interview

- set aside enough time
- begin open ended
- do not allow the appraisal form to dictate the interview process
- try to balance inquiry (asking questions) and advocacy (pushing your ideas)
- agree on the next steps for action

Some general guidelines to coaching.

Be as specific as possible take advantage of critical incidents-for example after a major project, sit down and reflect with your subordinate about lessons learned identify specific developmental agendas identify resources available to subordinates adapt your coaching style to the individual

Personal Development Planning

Personal development planning is employed to address areas where the employee has the potential to improve his/her performance by initiating interventions designed to lead to performance improvement. These may include such activities as training, seminars, work experience or coaching.

- Personal development plans will be prepared and these will incorporate reviews of performance against objectives.
- Specific areas of potential for development will be identified. It will be emphasized that this exercise is not designed to identify areas of limitation but to highlight those areas in which the individual has the real potential for further development.
- Training and other development methods including, where appropriate, on-the-job training, job experience, attachments, seminars, conferences, will be arranged.
- Development activity of all types will be evaluated by reference to performance on the job and feedback delivered to providers.

Training Procedures

The Training Handbook will incorporate all the training procedures, samples of forms to be employed as well as information on all training currently available for MoICT managers, professionals and staff.

Training is provided to improve the performance of individuals and ultimately, the organization. It is therefore important to ensure that training is provided to address development needs identified for individuals in their personal development plans.

For this reason, training programs will be created in the following way:

- Individuals' training requirements will be recorded in their personal development plans (PDP's).
- Training courses will be selected from those contained in the Training Handbook which will include all the training expected to be required by MoICT employees. Once appropriate training has been identified, a training request form will be generated and submitted to the Training Manager.
- Training requirements will be collated by the Training Manager and appropriate training courses will be arranged to satisfy this requirement.
- Where there is sufficient demand, group training courses will be arranged and for those requiring individual courses, these will be arranged with the respective supplier.
- Where training needs cannot currently be satisfied by training currently on offer locally, the Training Manager will, where there is expected to be sufficient demand, initiate development of suitable courses and this will be sourced with the organization able to offer the highest quality training at a competitive price.
- Where there is too little demand to justify creation of a new training course, training may be sought regionally and, exceptionally, internationally.
- A standard feedback form will be completed by all trainees and this will be used to optimize the standard of training courses provided and to provide feedback on the effectiveness of training.
- Training will be evaluated "on the job" by managers reporting on performance improvement following training.
- Where results for training courses are not up to standard, alternative sources will be investigated.
- Where complimentary training is offered by international donors, the Training Manager will consult Departmental Directors to decide on which employees, if any, should participate in the training. In general, organizational needs will dictate how such training courses are allocated.

MoICT HRD Department

- Job Description for Head of HRD

| <p style="text-align: center;"><u>Hashemite Kingdom of Jordan</u> <u>Ministry of Information and Communications Technology</u> <u>JOB DESCRIPTION</u> (DRAFT)</p> | |
|--|--|
| <u>Job Title:</u> | Head of Human Resource Development |
| <u>Reports to:</u> | Director of Administration and Support |
| <u>Direct Reports:</u> | <ul style="list-style-type: none"> - Recruitment Manager - Training Manager |
| <u>Scope of work:</u> (Purpose of job) | Responsible for sourcing, recruiting, training and developing all managers and staff within MoICT and for setting and maintaining best practice in governance. |
| <u>Duties and Responsibilities:</u> <ol style="list-style-type: none"> 1. In liaison with department heads and line managers, be responsible for recruiting managers and staff for the Ministry. 2. Generate job descriptions and personal specifications for all positions within the proposed new MoICT 3. Supervise the preparation of advertising material to ensure the maximum possible coverage of qualified candidates and that the advertising medium and material effectively target this group. 4. Design appropriate human resource development procedures incorporating appraisal, personal development, training and management development. 5. Create a comprehensive (annual) program of training for all managers and staff in MoICT to ensure that the Ministry is capable of meeting its responsibilities to provide support and leadership in Information and Communication Technology and the provision of telecommunications services. 6. Participate in developing a process to measure the performance of individual managers and units against key performance indicators. 7. Oversee the HRD elements of the corporatization and ultimate privatization of the postal service. 8. Keep abreast of best practice and philosophy in training and development in both information and communication technology and management. 9. Be responsible for setting, implementing and maintaining best practice in governance, particularly in relation to national government. 10. Track positive examples of personal performance for study and reference. 11. Take the lead in implementing the management development process 12. Take the lead in introducing and disseminating principles and practices of good governance. | |
| <u>Relationships and Contacts:</u> <p>a. Internal</p> <ul style="list-style-type: none"> - Secretary-General MoICT - Directors | |

b. External

- Employment and recruitment agencies
- Training Providers
- HRD and ICT forums
- Secretaries General and HRD managers at other government Ministries

Approved by:**Date created:** April 2001**PERSON SPECIFICATION****Qualifications:**

Degree in human resources, psychology, business or an equivalent qualification.

Experience required:Essential

- 7 years in a responsible HRD position
- 5 years private sector preferably in Jordan
- Training needs assessment

Desirable

- IT/Telecom
- Team-building
- Instructional role
- Organization development

Skills Required:

- Fluency in the English language
- Fluency in the Arabic language
- Good communication skills
- Good presentation skills
- Organizational ability
- IT skills to include use of MS Word, MS Excel and PowerPoint.
- Use of the Internet as a resource and for communication.
- Instructional techniques
- Budget management

Desirable

- Qualification as Personnel Assessor

Personal Qualities:

- Creative
- Innovative
- Committed to people development
- Self-motivated
- Resilient
- Practical
- Rational

- Job Description for Training Manager

| <u>Hashemite Kingdom of Jordan</u> <u>Ministry of Information and Communications Technology</u> <u>JOB DESCRIPTION</u> | |
|---|--|
| <u>Job Title:</u> | Training Manager |
| <u>Reports to:</u> | Head of Human Resource Development |
| <u>Direct reports</u> | None although the incumbent will have responsibility for trainees during training programs. |
| <u>Scope of Work</u> | Responsible in all aspects for the training of all Ministry managers, professionals and staff. |

Duties and Responsibilities: DRAFT

- Carry out a comprehensive training needs study, and submit a report detailing the training and development needs of all managers, professionals and other staff of the Ministry.
- In cooperation with the Head of Human Resource Development, devise a training strategy to meet the needs identified.
- Create and implement a comprehensive program of business, management, commercial, professional and technical training for the Ministry.
- Coordinate the development of the Ministry's training centre, its infrastructure, equipment, facilities and staff to meet challenging quality and budgetary targets.
- Where appropriate, design and deliver high quality training courses in his/her area of specialism.
- Assist in the training of trainers on instruction techniques and the use of audio-visual aids.
- Prepare, negotiate and operate the training budget and ensure that timely, high quality training is provided within the agreed budget.
- Where appropriate, provide support, coaching and counseling to delegates during training programs.
- Liaise with training suppliers and oversee development of training courses to ensure the highest quality training at competitive prices.
- Initiate action to resolve any deficiencies in the quality of training.
- Devise and implement training procedures and publish these in a training handbook together with information on all training, both internal and external, available to Ministry managers, professionals and staff.
- Liaise with education institutions in relation to academic programs of education which may be undertaken by ministry staff..

Relationships and Contacts:

a. Internal: Directors and Heads of Section.

b. External: Training and management institutions, educational establishments, other Ministries' training units.

Date created:

| <u>PERSON SPECIFICATION</u> | |
|--|--|
| <u>Job Title:</u> | |
| Training Manager | |
| <u>Qualifications:</u> | |
| Degree in Training, Human Resource Development, Psychology or other appropriate discipline. | |
| <u>Experience required:</u> | |
| <u>Essential:</u> | |
| <ul style="list-style-type: none"> • Providing training services for a successful private sector organization. • Carrying out training needs analysis and reporting. | |
| <u>Desirable:</u> | |
| <ul style="list-style-type: none"> • Training of trainers | |
| <u>Skills Required:</u> | |
| <ul style="list-style-type: none"> - Fluency in the English language - Fluency in the Arabic language - Good communication skills - Good presentation skills - Organizational ability - IT skills to include use of MS Word, MS Excel and PowerPoint. - Use of the Internet as a resource and for communication. - Instructional techniques - Basic budgeting | |
| <u>Personal Qualities:</u> | |
| <ul style="list-style-type: none"> - Creative - Innovative - Committed to people development - Self-motivated - Resilient - Practical - Rational | |

- Recruitment Officer/Admin Assistant, Head of Personnel/Personnel Manager (depends on organization review).

MoICT Vision and Mission Statements

- **Vision**

“An Information and Communications Technology and Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained.”

- **Mission (Draft)**

The role and mission of the Ministry is to:

- articulate the policy of the Government of Jordan with respect to post, telecommunications, and information technology (IT).
- lead and sustain Jordan’s drive to become a regional info-com center and digital hub
- set sound policy, provide government support and work with the private sector to develop information-communications technology within Jordan
- act as a catalyst to nurture a healthy and competitive market environment that stimulates private investments in the info-com and telecommunications sectors.
- be a champion of the Jordanian IT/Telecom industry in the country, the region, and the world; represent Jordan’s interests related to posts, telecommunications and IT at international organizations and events.
- plan, execute and coordinate Jordan’s eGovernment strategy in collaboration with other government agencies and serve as an example of effective exploitation of eGovernment.
- be a model for “good governance”.

Admin and Support Department Mission

This department will provide all of the support services needed for the operational units including and will be responsible for the creation of an institutional environment in which the Ministry serves as a model of good governance. Specifically, the department will be responsible for:

- Recruitment, retention, training and developing the best people to carry out the Ministry’s role.
- Preparation and implementation of administrative and personnel procedures; creation and maintenance of records.
- Realistic budgets are prepared and adhered to, bills paid, internal audits carried out effectively and financial statements prepared.
- Procurement and all issues in relation to preparation and implementation of contracts for products and services.
- Ensuring that adequate and appropriate information services are provided, continually available, maintained and kept secure. These information services will also serve as a model of ICT implementation.
- The physical security and maintenance of the Ministry’s offices, for document preparation, internal communications and for ancillary staff.

Human Resource Development

HRD will have the responsibility to ensure that the organization has the people necessary to carry out its revised role, to ensure that they are adequately qualified, deployed most effectively, trained, guided and managed. Specific tasks will include coordinating and implementing:

- recruitment
- appointments
- training
- management development
- promotion of “good governance”

Annex 5**Pilot “Junior Professional” Program****Program Objectives**

The program is aimed at assisting enthusiastic, energetic and qualified fresh graduates to obtain hands-on practical experience and to bring fresh insight to the workings of the Ministry, while giving MoICT senior managers the opportunity to observe the participants in a real working environment. The program is designed to produce well-developed professionals for placement in positions within the Ministry.

Pilot Program

A pilot program was carried out during 2002 in which a single junior professional followed a program of activity related to his or her field of specialism. Initially, the program was designed to provide a broad view of the activities of the Ministry and following this, the participant was to be assigned tasks, within the department, which it is proposed he/she would join on completion of the program. The junior professional was expected to carry out projects, presentations and other tasks and to operate as an integral member of the department's team.

Review of Performance

The duration of the program was designed to be 12 months and the performance of the participant was reviewed in the following manner:

A statement of specific objectives and timescales was to be agreed between the participant, line manager and mentor before the start of the program.

The line manager carried out a monthly evaluation, in collaboration with the mentor, to assess the performance of the participant and progress against the objectives.

The junior professional was required to submit a report to the mentor every three months and attend for a review interview with the mentor and a representative of the HRD department to review progress.

On conclusion of the program, the junior professional would attend a final interview, which would decide on suitability for appointment. The committee would be asked to make a recommendation to hire the individual in a specific post within the Ministry or, alternatively, to recommend an extension of the program for a further period or, in exceptional cases, discontinuation of the participant's involvement in the program.

Employment

It was expected that, in most cases, a junior professional who completes the program, would be placed in a suitable position at the Ministry but, in the event that this does not take place, then the Ministry will, inasmuch as it is able to, assist the participant in obtaining suitable employment elsewhere.

Review of “Junior Professionals” Scheme (August 2002)

The original idea was to give the JP a broad perspective of the work of the Ministry in order to gain a good grounding. This would then be supplemented with more specialist knowledge once the final posting was agreed. In the event, operation of the scheme was not as successful as had been hoped.

The Junior Professional felt that he was treated as a “trainee” or “junior” staff member by many members of the Ministry staff.

The salary which the Ministry was able to offer participants (presently JD330 pm) was not regarded by the participant as a significant incentive.

The host department was unable to provide sufficient support, guidance and encouragement for the participant owing to the demands on the time of the few professionals who had sufficient qualification and experience.

The mentor for the pilot program was heavily tasked on other duties during the period and therefore found difficulty in providing time to oversee the implementation of the program as closely as he would have wished.

In fairness to the host department and the mentor, it should be pointed out that, owing to difficulties in recruiting suitably skilled professionals into the Ministry, there has not been a great deal of available resource available to provide on-the-job training and close mentoring for the JP.

New Scheme

A possible replacement scheme is currently being considered with the following features:

A formal position and title in the organization

Specific responsibility and authority

Specific job description

Salary to be decided in accordance with the salary guidelines and in negotiation with the Secretary General and agreement from the Prime Minister's office.

Candidates will undergo a formal selection and recruitment process in the **same way as candidates** for other positions in the Ministry

A formal training program (including possibility of overseas training, if offered by donors)

Structured on-the-job training

Live work under the guidance of an experienced professional

It is suggested that the following minimum requirements be met by prospective participants:

Degree (preferably Masters degree) in an appropriate discipline.

Appropriate and positive attitude to the program and commitment to the Ministry's Vision and Mission.

Understanding of the implications of the job

Projected capacity to gain in confidence, knowledge skills and attitude to be able to carry out the work alone at the conclusion of the program period.

Status at 26 August 2002

The "Junior Professionals" program is, at present, suspended because the Ministry has been unable to field sufficient qualified professionals to support the program. The program will be recommenced as soon as the Ministry is able to deploy professionals with, not only the required expertise, but sufficient time to devote to providing the mentoring, support, guidance and encouragement which the participants will need.

The program will help to make the best use of the young well-qualified graduates to assist in Jordan's development but will need to be carried out in a structured way. Our pilot program highlighted a number of deficiencies; one of which was that we had insufficient managers and professionals within the fledgling Ministry with available time to allocate to the scheme.

MoICT's Junior Professionals committee is presently reviewing the situation and has arranged for discussions during September with two organizations currently offering a similar program within Jordan (Arab Bank and Estarta) to enable us to share experiences and learn some lessons to help us make the program as effective as we can for both the Ministry and the participants.

It will be important that we get the "Junior Professionals" program right rather than rushing to recruit individuals for a program which we will be unable to support at this time. A formal action plan for the program will be created by 9th October, following discussions with the other organizations.